

Future of Florida's Families Committee

**September 14, 2005
10:15 AM – 11:00 AM
12 House Office Building**

ACTION PACKET

COMMITTEE MEETING REPORT
Future of Florida's Families Committee
9/14/2005 10:15:00AM

Location: 12 HOB

Attendance:

	<i>Present</i>	<i>Absent</i>	<i>Excused</i>
Bill Galvano (Chair)	X		
Rafael Arza	X		
Aaron Bean	X		
Susan Bucher			X
Mike Davis	X		
Richard Glorioso	X		
Susan Goldstein	X		
Will Kendrick	X		
Totals:	7	0	1

Committee meeting was reported out: Wednesday, September 14, 2005 11:05:24AM

Florida's State Plan for the **Prevention of Child Abuse, Abandonment, and Neglect:** July 2005 through June 2010

Executive Summary



Together, we have the power to prevent child abuse.

Developed by The Florida Interprogram Task Force
June 2005

The purpose of **Florida's State Plan for the Prevention of Child Abuse, Abandonment, and Neglect: July 2005 through June 2010** is to reduce child maltreatment and its reoccurrence in Florida. Abuse, abandonment, and neglect are much more likely to occur under certain known child, family, and community conditions. To prevent abuse, abandonment, and neglect from occurring in the first place, the state must focus on enhancing protective factors, conditions ordinarily associated with low levels of maltreatment. Simultaneously, Florida must make an effort to reduce risk factors, conditions which, when present, are associated with increased likelihood of abuse.

A careful examination of these risk and protective factors shows that they run the gamut from prenatal care to education levels and from wages to substance abuse. They include economic factors, educational factors, health and safety factors, and socio-emotional factors. Therefore, to successfully **prevent** child abuse, abandonment, and neglect, Florida must address child, family, and community factors associated with maltreatment. No department or agency working alone can succeed. This plan requires that multiple state and local agencies and private providers work closely together. It's the only way to prevent abuse.

To reduce child maltreatment rates and to prevent re-occurrence, this plan recommends three priorities:

- Promoting safe, stable, and nurturing families and communities.
- Ensuring that state and local service providers have the capacity to meet family and community needs, are responsive to those needs, and successfully meet the needs.
- Measuring the implementation and impact of statewide and local prevention efforts.

This plan represents the initial steps that articulate the goals and objectives that set the stage for what Florida must do to prevent child maltreatment. The next steps will articulate the strategies to be implemented, including identification of responsible parties and funding recommendations, to accomplish the goals and objectives culminating in full implementation of the plan.

Overview of the Plan

Based on legislative guidance and evidence-based practice, the multi-disciplinary, statewide Florida Interprogram Task Force committed to the development of an active and multi-disciplinary planning document with a focus on primary prevention. The mission of this plan is to serve as a blueprint that will be implemented to provide for the care, safety, and protection of all of Florida's children in an environment that fosters healthy social, emotional, intellectual, and physical development. **Florida's Children: Needs Assessment 2003/2004** served as a basis for identifying individual, family, community, and societal risk and protective factors associated with child maltreatment and guided deliberations on prevention goals and objectives. The integration of state and local planning ensures that the plan is responsive to local needs. It meets the requirements of legislation and, if implemented, will prevent child maltreatment in Florida by addressing the underlying factors associated with abuse, abandonment, and neglect.

Our dream: In the next five years we will reduce child maltreatment by 50 percent.




The Planning Context

Child abuse, abandonment, and neglect often have immediate and long-lasting effects on health, brain development, cognition, and psychological and emotional development for individuals. The immediate and long-term costs to Florida communities and the state are tremendous. The outlay of resources for early education and care and public schools; child welfare and other social service agencies; health care systems; and law enforcement, judicial, and correctional systems required as a result of child maltreatment weigh heavily on community and state resources. The loss of future productivity and success from maltreated individuals creates additional fiscal and social costs.

Florida's expenditure of federal, state, and local dollars to address the challenges of child maltreatment has recently produced small improvements in the level of child abuse, abandonment, and neglect. There were 32.3 victims of maltreatment per 1,000 children in fiscal year 2003-04, a drop from 2000-01 and 2001-02 levels of 34.1 and 33.6 per 1,000 children, respectively. Likewise, Florida has experienced modest improvements in re-abuse rates. Of children abused in 2003, 8.8 percent were re-abused within six months; while the comparable value for 2002 was 9.6 percent. Although Florida is slowly improving child and family well-being, there remain far too many children and families at risk of and suffering from child abuse, abandonment, and neglect. Florida's child maltreatment and re-abuse rates exceed national averages and the standard set by the federal government.

The Florida Legislature, in recognition of the importance of reducing maltreatment by addressing conditions that are likely to promote the prevention of abuse, mandated that the Department of Children and Families develop a statewide plan for child abuse prevention. Florida Statutes (F.S.) require that *"The health and safety of the children served shall be of paramount importance"* (section 39.001, F.S.) and that the state must *"... ensure the safety, well-being, and self-sufficiency of the people served."* (section 20.19, F.S.).

Following guidelines set forth in Florida statute, the Department of Children and Families established the Florida Interprogram Task Force to work at the state level and with local communities to develop a statewide plan for the prevention of child abuse, abandonment, and neglect. ***Florida's Plan for Prevention of Child Abuse, Abandonment, and Neglect: July 2005 through June 2010*** is the outcome of this work.



**More than
100,000 kids are
maltreated in
Florida every year.**

**Over 4,000 of them
are re-abused within
six months.**

**Together, we have
the power to
prevent child abuse.**



Desired Outcomes

Two ambitious outcomes are sought for Florida in this plan:

1. By June 30, 2010, the child maltreatment rate will be reduced from the fiscal year 2003-2004 statewide rate of 32.3 to 15.0 per 1,000 children.
2. By June 30, 2010 the re-abuse rate within six months of initial abuse will be reduced from the 2003 statewide rate of 8.8% to 4.0%.

Goals

In order to achieve the desired outcomes, the achievement of four goals is sought for Florida in this plan:

1. All families and communities ensure that children are safe and nurtured and live in stable environments that promote well-being.
2. State, local, and community resources comprise a collaborative, responsive, family-centered service delivery system that promotes the well-being and safety of children, families, and communities.
3. The prevention continuum has the capacity to ensure the needs of children and families will be addressed competently, collaboratively, and effectively.
4. The prevention continuum's accountability system ensures the evidence-based effectiveness of planning and resource utilization.

Vision

Florida's highest priority is that children are raised in healthy, safe, stable, and nurturing family environments.

Objectives

Building upon the status of the risk and protective factors documented in Florida that are associated with the abuse, abandonment and neglect of children, the Florida Interprogram

Task Force developed objectives and indicators and identified responsible entities for each of the four plan goals.

Prioritization, implementation costs, and lead responsibilities remain to be assigned to these objectives during the development of the implementation plan.



Goal 1: All families and communities ensure that children are safe and nurtured and live in stable environments that promote well-being.

Achieving this goal requires building on the strengths of families and their communities to reduce the likelihood of child maltreatment. Taking a multifaceted approach to prevention is the best way to reach prevention goals. Therefore, the thirty (30) objectives that address this goal will:

- Address child and family health;
- Provide for adequate housing and economic security; and
- Ensure children's needs for nurturance are addressed to promote intellectual, social, and emotional development.

Goal 2: State, local, and community resources comprise a collaborative, responsive, family-centered service delivery system that promotes the well-being and safety of children, families and communities.

Agencies and organizations working to promote child safety and well-being can achieve better outcomes if they collaborate instead of working in isolated silos. The collaboration must be responsive to the needs of local families and children. Therefore, the sixteen (16) objectives to address this goal will:

- Encourage collaboration among service providers;
- Develop an accessible, comprehensive, and well-maintained database containing local programs and services for families and children;
- Ensure that children and families have access to needed services related to family support, mental health, substance abuse, parenting and marriage/relationship skills education, and delinquency; and
- Hold communities accountable for the outcomes of their programs.

Goal 3: The prevention continuum has the capacity to ensure the needs of children and families will be addressed competently, collaboratively and effectively.

In order to be effective, programs addressing the prevention of child abuse, abandonment, and neglect must be staffed by well trained personnel qualified to deliver services or manage programs. Therefore, the eight (8) objectives developed to achieve this goal will:

- Develop and enforce credentialing and performance criteria for service providers;
- Develop the capacity of local communities to identify and address service gaps and to measure program effectiveness; and
- Ensure that all agencies serving families and communities address family preservation and the best interests of the child.

Goal 4: The prevention continuum's accountability system ensures the evidence-based effectiveness of planning and resource utilization.

Planning and implementing strategies designed to prevent child abuse is not enough. Florida must be able to evaluate the plan's impact on children and families. The use of effective strategies must be encouraged throughout the state while ineffective strategies should be replaced by those known to work. Therefore, the seven (7) objectives designed to address this goal will:

- Evaluate the implementation and outcomes of both statewide and local plans annually; and
- Measure the outcomes of all programs and services.

Our goals ensure the capacity of families, communities, and the service system to promote child safety and well-being.

State-Level Planning

Working with the Community Enhancement and Educational Development (CEED) Program of the Lawton and Rhea Chiles Center of the University of South Florida, the Florida Department of Children and Families convened the 20-member Florida Interprogram Task Force to develop a plan to reduce child maltreatment. Task Force members represented:

- Agency for Persons with Disabilities
- Agency for Workforce Innovation
- Community Alliances
- Community-Based Care
- Florida Department of Children and Families
- Florida Department of Education
- Florida Department of Health
- Florida Department of Juvenile Justice
- Florida Department of Law Enforcement
- Miccosukee Tribe
- Prevent Child Abuse Florida
- Parents



Representatives from the Department of Children and Families and the Department of Health served as Task Force co-conveners. The Task Force met as a group five times between July 2004 and June 2005, with smaller subcommittee meetings held as needed.

Local Planning

Local planning was essential to the development of **Florida's State Plan for the Prevention of Child Abuse, Abandonment, and Neglect: July 2005 through June 2010**. Section 39.001, F. S., describes state requirements for developing a local plan for the prevention of child abuse, abandonment, and neglect. Community efforts were guided through a collaborative analysis of strengths and challenges and an integrated approach to services and policies aimed at the prevention of child maltreatment. Efforts were coordinated with Community Alliances, as referenced in section 20.19(6)(b), F. S.

Local planning efforts were guided by resources and training developed by CEED staff with guidance from the Florida Interprogram Task Force. In February, community priorities developed by local planning teams were forwarded to the Task Force. Information and data gathered through this process functioned as the basis for the development of the statewide plan by the Florida Interprogram Task Force.

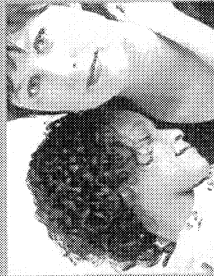
Next Steps

The Florida Interprogram Task Force recognizes that **Florida's State Plan for the Prevention of Child Abuse, Abandonment, and Neglect: July 2005 through June 2010** will be of little use to the state unless it is implemented. The Task Force recommends capitalizing on the momentum resulting from the completion of the plan to move forward with the development of an implementation plan. The implementation plan will address timeframes, statewide and local strategies for each goal, cost and funding recommendations, implementation teams and their responsibilities, communication strategies, and evaluation processes. In this manner, Florida can ensure the reduction of child maltreatment and the improved well-being of its children, families, and communities.

Department of Children & Families



Jeb Bush
Governor

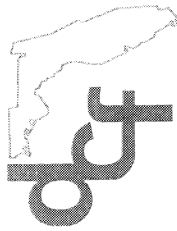


Lucy D. Hadi
Secretary



Strategic Plan





Florida Department of
Children & Families



Mission

*Protect the Vulnerable,
Promote Strong and Economically Self-sufficient Families,
and Advance Personal and Family Recovery*

Our Vision

We will be recognized as a world class social services system, delivering valued services to our customers. We are committed to providing a level and quality of service we would want for our own families.

Our Core Values

Integrity

Accountability

Quality

Urgency

Responsiveness

Choice

Empowerment

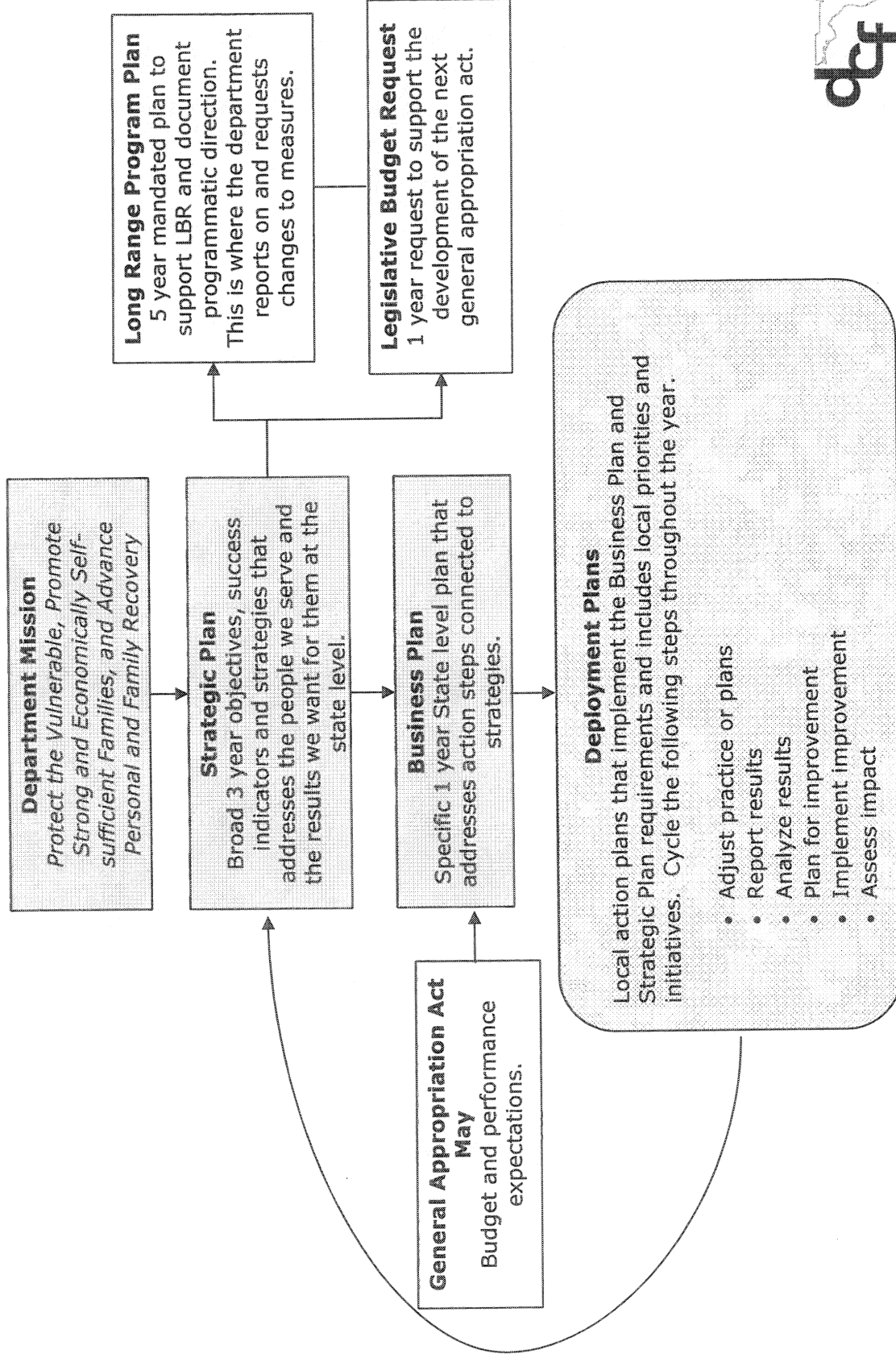
Personal Responsibility

Collaboration

Innovation



Strategic Planning Process



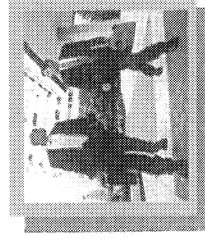
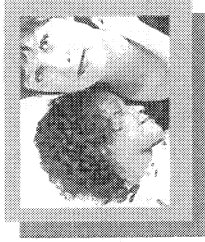
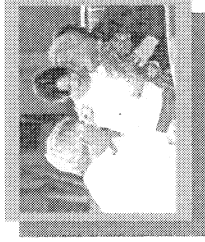
Customer Populations Served

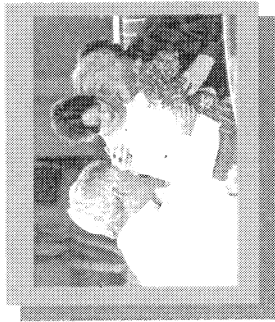
Children or Adults who have been abused, neglected, exploited or at risk of abuse, neglect or exploitation, and their families.

Families and Individuals in distressed /fragile health or circumstances.

Individuals' and Families at risk of or challenged by substance abuse and/ or mental illness.

The Florida Tax Payer as a significant stakeholder that requires evidence of efficiency and effectiveness.





Customer:

Children or adults who have been abused, neglected, exploited or at risk of abuse, neglect or exploitation, and their families.

Objective: 0-1 ***Prevention and Early Intervention***

Success Indicator:

SI- 1 Increased number of children or adults remaining safely in their home and are not subjected to abuse, neglect, or exploitation.

Strategies:

S-1 Provide expanded and more appropriate alternatives to removing children or adults from their homes that focus on prevention and early intervention.



Customer:

Families and individuals in distressed/fragile health or circumstances.

Objective: 0-6 *Diversion and Prevention*

Success Indicator:

SI- 8 Family or individual avoids or does not enroll in monthly assistance/benefit program.

Strategies:

S-8 Develop a web-based navigation system available at multiple locations within the community that assists families and individuals to access an entire array of social services.

Strategies:

S-9 Develop a self-assessment tool based on a decision support system for intake and referral, with a mechanism for feedback from providers on the types of services a family or individual received.



Customer:

Individuals' and families at risk of or challenged by substance abuse and/ or mental illness.

Objective: 0-9 ***Prevention and Early Intervention***

Success Indicator:

SI- 11 Decreased prevalence of substance use/abuse as indicated by the Florida Youth Substance Abuse Survey.

Strategies:

S-12 Implement the Strategic Prevention Framework.

Success Indicator:

SI-12 Delayed onset of substance involvement.

Strategies:

S-13 Target early intervention strategies to families with a history of substance abuse.

FLORIDA'S STATE PLAN FOR THE
PREVENTION OF CHILD ABUSE,
ABANDONMENT AND NEGLECT

JULY 2005 THROUGH JUNE 2010

Purpose: Reduce child maltreatment and its recurrence in Florida

DESIRED OUTCOMES

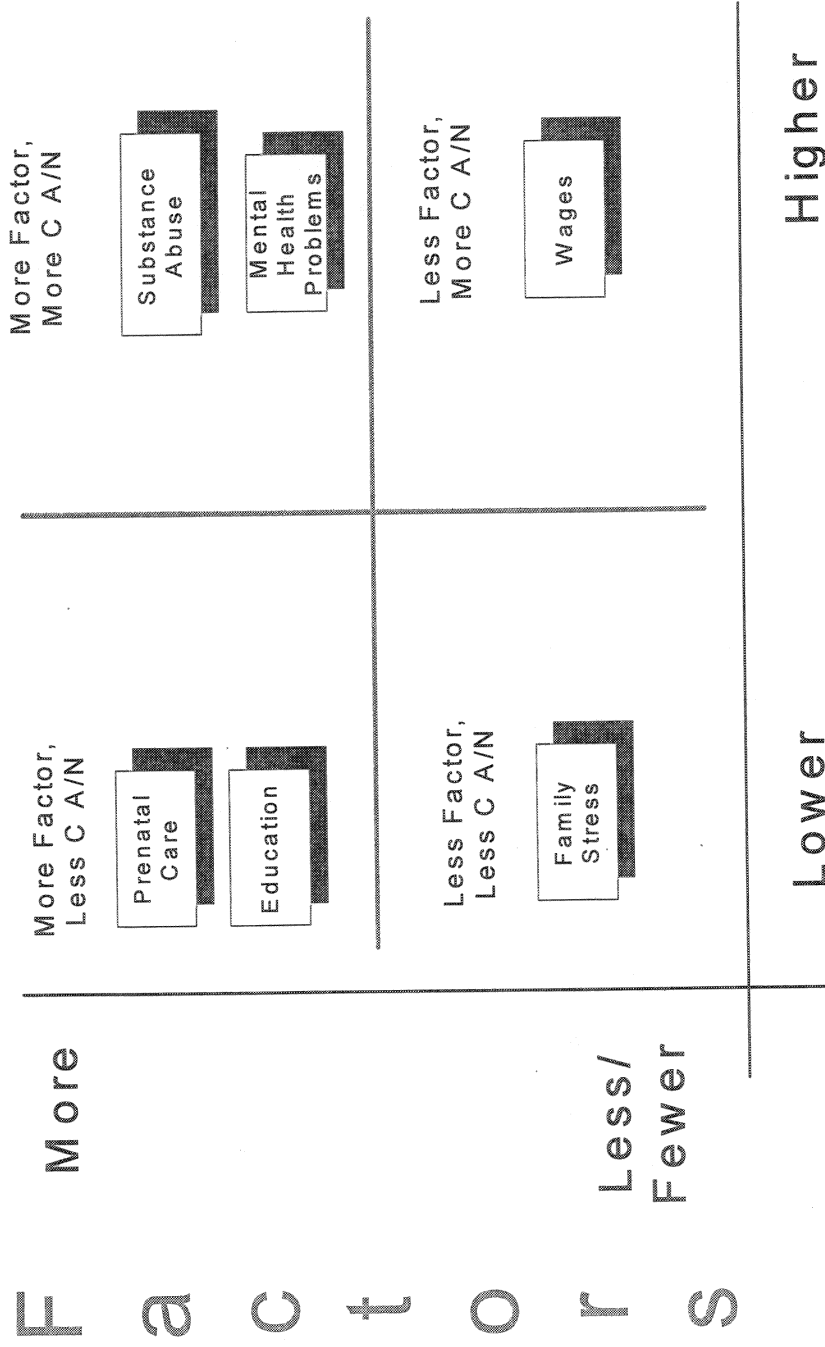
- By June 30, 2010, the child maltreatment rate will be reduced from the fiscal year 2003-2004 statewide rate of 32.3 to 15.0 per 1,000 children.
- By June 30, 2010, the re-abuse rate within six months of initial abuse will be reduced from the 2003 statewide rate of 8.8% to 4.0%.

Florida's State Plan for the Prevention of Child Abuse, Abandonment, and Neglect:
July 2005 through June 2010

Florida Department of Children & Families
Division of Child Welfare Services

Developed by The Florida Interagency Task Force
June 2005

Success depends on addressing child, family, and community factors associated with maltreatment



Plan was developed by 20 member Florida Interprogram Task Force (per Section 39.001, F.S.)

Organizations represented:

Agency for Persons with Disabilities	Miccosukee Tribe
Prevent Child Abuse Florida	Department of Education
Department of Health	Parents
Agency for Workforce Innovation	Department of Juvenile Justice
Department of Law Enforcement	Community Alliances
Department of Children and Families	

**The Community Enhancement and Educational Development
(CEED) Program assisted with the task force.**

LOCAL PLANNING EFFORTS

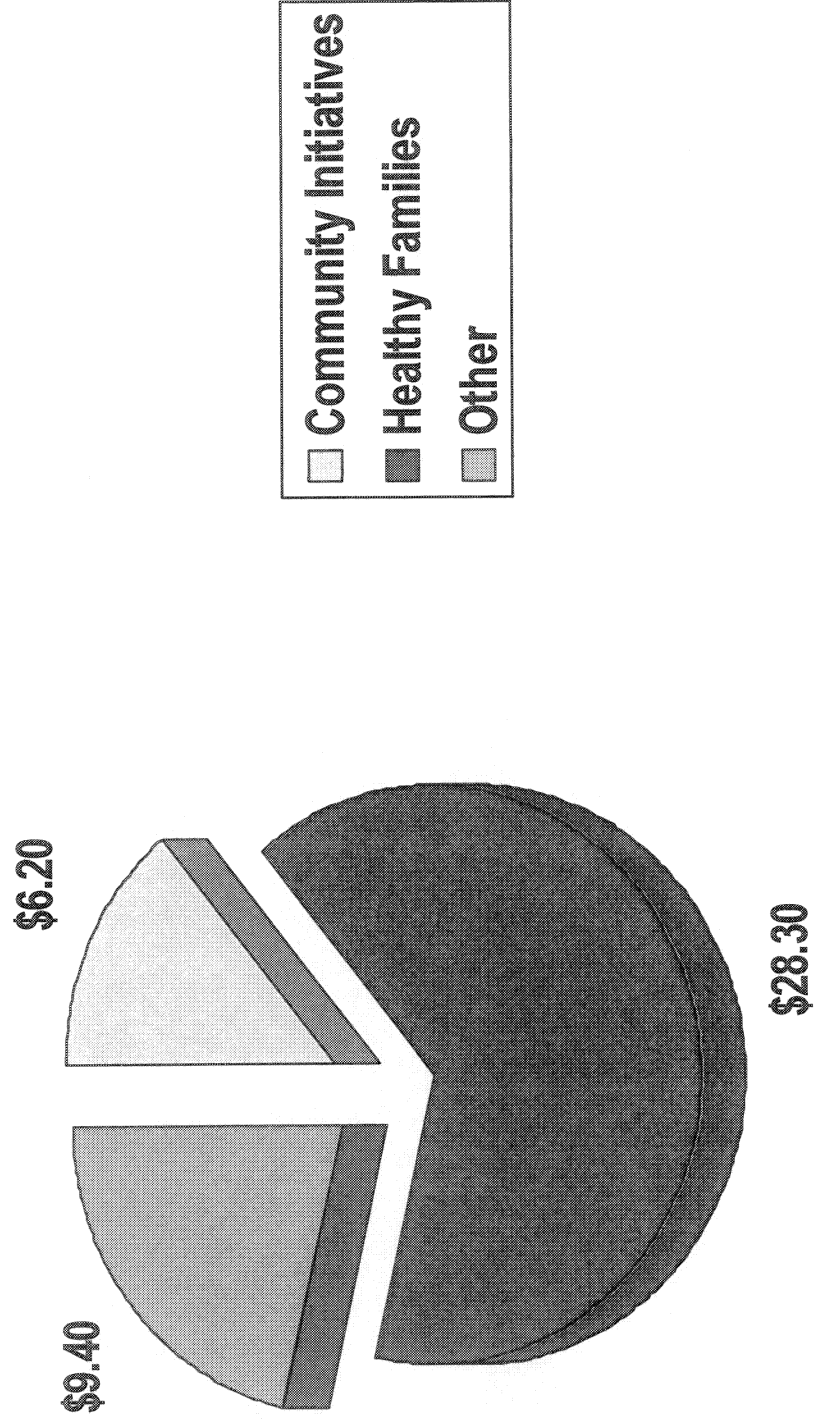
- **The Task Force provided guidance and tools for local planning efforts.**
- **Local plans were rolled up into the 5-year state plan.**

Prevention Funding: Community Initiatives

For the past few years, Legislature has specifically appropriated funding for community prevention initiatives. Examples of initiatives are:

1	Lakeview Center	Services consist of secondary prevention efforts designed to provide support to the system of care for children and families with involvement in the child welfare system. Services include technical assistance to the Family Support Teams district-wide and
2B	Big Bend Community-Based Care	In-home supports, counseling and parenting
3	Partnership for Strong Families	Parent education, in home family support services, family team conferencing training, Front Porch and prevention month
4	Family Support Services of North Florida	Intensive case management and in-home services
4	St. Johns County	Psychological Services of St. Augustine provides services such as parenting, counseling, and support groups.
4	Clay & Baker Kids Net, Inc.	In-home parent education, intensive in-home family preservation, mentoring services, and individual counseling sessions.
Suncoast	Hillsborough Kids, Inc.	CBC has contracted with four providers, Kinship Care Services, Positive Spin, Children's First Response Team and Central Intake/diversion programming to provide primary and secondary prevention services.
Suncoast	YMCA South	Individual/Family Counseling and In-home Crisis Intervention Counseling.
	YMCA North	Crisis Intervention and Counseling services.
7	Community-Based Care of Brevard	Healthy Families and Psychological Evaluation and Treatment for Parents
8	Children's Network of Southwest Florida	Teen prevention Program/Public Awareness/Education Campaign/High Risk Newborn
9	Child and Family Connections, Inc.	Voluntary Diversion/Parenting Education
14	Heartland for Children	Community Facilitation/Training, mentor services, family supports, teen pregnancy prevention
15	United For Families	Building Families Program which provides in-home family preservation services.

State Child Abuse Prevention Funding for FY 2005/06 (\$ in millions)



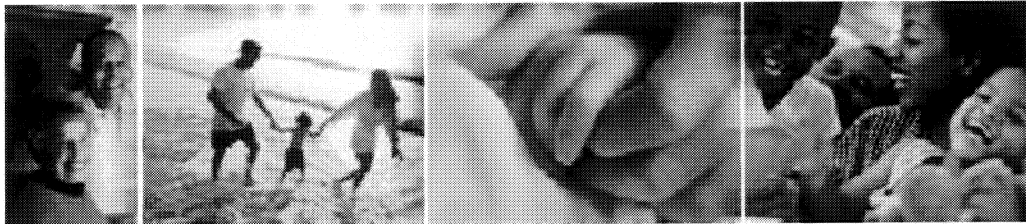
NEXT STEPS:

Implement the plan!!

DCF is hiring a child abuse/neglect prevention policy analyst who will be the primary point of responsibility for:

- *Managing the federal grant funds related to child abuse prevention (CBCAP)*
- *Developing prevention policy and implementing or supporting prevention initiatives at state and local levels.*

2005-2008 Strategic Plan



Florida Department of Children and Families

September, 2005

Lucy D. Hadi
Secretary

Jeb Bush
Governor

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Message from the Secretary

September 2005

The Department of Children and Families is pleased to present its *2005-2008 Strategic Plan* that maps out our response to the service needs of our customers. The plan is a culmination of several months spent in collaborative work with customers and stakeholders. It supports Governor Bush's commitment to strengthening Florida's families and reflects the values of choice, opportunity, and personal responsibility.

This strategic plan is an important step on DCF's journey toward excellence, because it clarifies the department's focus and its priorities. Success in meeting the needs and expectations of our customers depends on DCF having effective partnerships with community and faith-based organizations, educators, advocates, law enforcement professionals, the federal government, and other state agencies. We have included many of these stakeholders in our strategic planning process, and we will consult and collaborate with these stakeholders as this strategic plan is implemented.

In the course of the strategic planning process, it became clear that the department's mission needed "fine tuning" to more accurately reflect our responsibility to customers with substance abuse and mental health challenges. So, here it is. Our revised mission statement; the cornerstone of this strategic plan —

Protect the vulnerable,

Promote strong and economically self-sufficient families, and

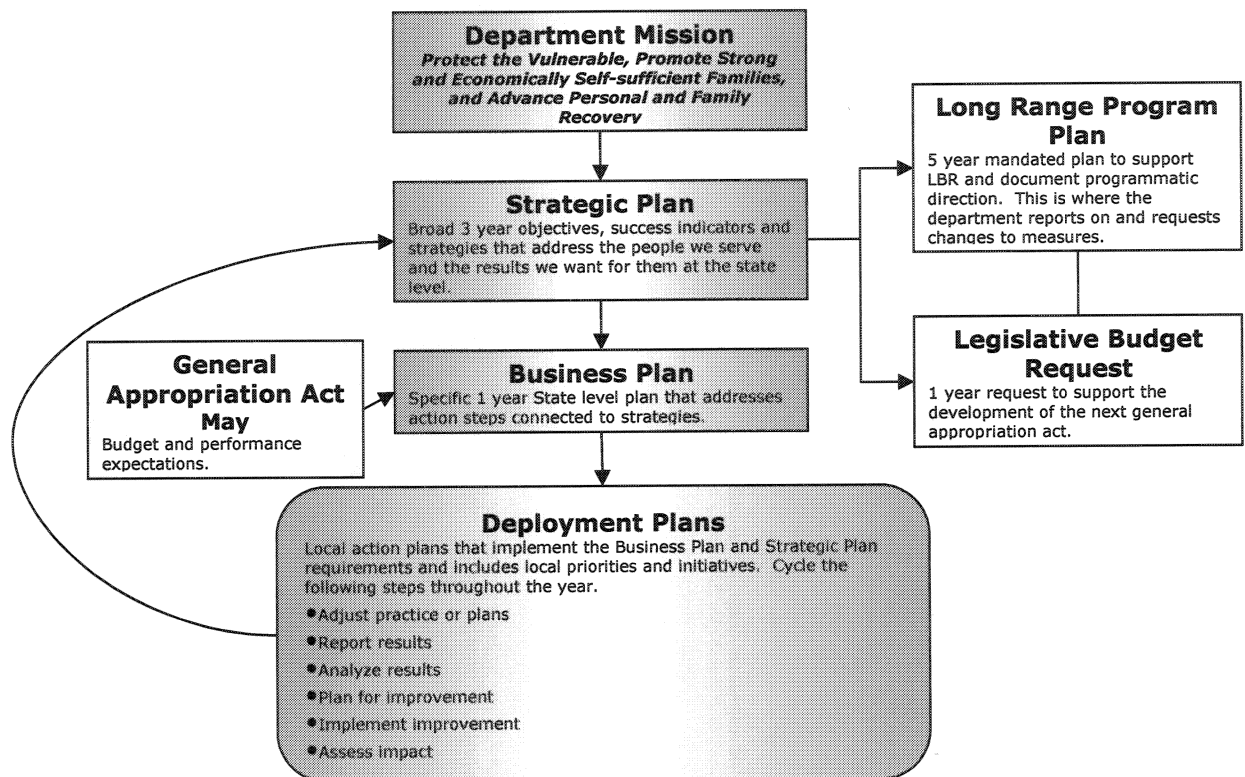
Advance personal and family recovery.

We thank Governor Bush for leading the way and the Florida Legislature for providing the statutory policy framework on which this strategic plan is based. But most of all, we thank the people of Florida for giving us the opportunity to help them build a brighter future.

Lucy D. Hadi
Secretary

Mission: Protect the Vulnerable, Promote Strong and Economically Self-sufficient Families, and Advance Personal and Family Recovery

Our Vision	Our Core Values
<p>We will be recognized as a world class social services system, delivering valued services to our customers. We are committed to providing a level and quality of service we would want for our own families.</p> <p>The department will:</p> <ul style="list-style-type: none"> • Be driven by the needs and choices of our customers. • Promote family and personal self-determination and choice. • Be ethically, socially, and culturally responsible. • Earn the trust and respect of our partners, customers, and the public by providing exceptional customer service while practicing sound fiscal stewardship. • Partner with community and faith-based organizations to foster open and collaborative relationships. • Be innovative and flexible. • Be transparent and accessible. • Be dedicated to excellence and quality results. • Maintain an analytic and systematic approach to planning and performance management. • Use resources wisely and make practical use of appropriate technology. 	<p><i>Integrity</i></p> <p><i>Accountability</i></p> <p><i>Quality</i></p> <p><i>Urgency</i></p> <p><i>Responsiveness</i></p> <p><i>Choice</i></p> <p><i>Empowerment</i></p> <p><i>Personal Responsibility</i></p> <p><i>Collaboration</i></p> <p><i>Innovation</i></p>



Strategic Planning Process

Customer Populations Served



Children or Adults who have been abused, neglected, exploited or at risk of abuse, neglect or exploitation, and their families.



Families and Individuals in distressed /fragile health or circumstances.



Individuals' and Families at risk of or challenged by substance abuse and/ or mental illness.



The Florida Tax Payer as a significant stakeholder that requires evidence of efficiency and effectiveness.

Success Indicators and Strategies

Children or Adults Who Have Been Abused, Neglected, Exploited, or Are at Risk of Abuse, Neglect, or Exploitation, and Their Families

O-1 Objective: Prevention and Early Intervention

Success Indicators:	Strategies:
<p>SI-1 Increased number of children or adults remaining safely in their home and are not subjected to abuse, neglect, or exploitation.</p> <p>Performance Measure(s):</p> <p>M0133 Per capita child abuse rate / 1000.</p> <p>M0393 Percent of children in families who complete the Healthy Families Florida program who are not subjects of reports with verified or indicated maltreatment within 12 months after program completion.</p> <p>M05176 Child mortality rate for children age 0-5 per 1,000 children known to the department.</p> <p>M05166 Per capita abuse/neglect rate per 1,000 disabled adult and elderly.</p>	<p>S-1 Provide expanded and more appropriate alternatives to removing children or adults from their homes that focus on prevention and early intervention.</p>

O-2 Objective: Safety

Success Indicators:	Strategies:
<p>SI-2 Improved child and adult safety by enhanced quality and timeliness of response to reports of abuse, neglect, or exploitation</p> <p>Performance Measure(s):</p> <p>M0386 Percent of victims of verified or indicated maltreatment who were subjects of subsequent reports with verified or indicated maltreatment within 6 months.</p>	<p>S-2 Increase the use of techniques that improve the quality, consistency, efficiency, and effectiveness of child and adult protective service systems.</p>

Children or adults who have been abused, neglected, exploited or are at risk of abuse, neglect or exploitation, and their families; continued:

O-2 Objective: Safety	
Success Indicators:	Strategies:
<p>SI-2 Improved child and adult safety by enhanced quality and timeliness of response to reports of abuse, neglect, or exploitation; continued.</p> <p>Performance Measure(s):</p> <p>M0077 Percent of children not abused or neglected during services.</p> <p>0368 Percent of child investigations commenced within 24 hours.</p> <p>M0394 Percent of child investigations from an entry cohort completed within 60 days.</p> <p>M04002 Percent of child victims seen within the first 24 hours.</p> <p>M04004 Percent of initial Child Safety Assessments (CSA) submitted with 48 hours of receipt of report.</p> <p>M0069 Percent of calls made to the Florida Abuse Hotline that were abandoned.</p> <p>M04017a Percent of adult victims seen within the first 24 hours.</p> <p>M04018 Percent of initial Adult Safety Assessments (ASA) submitted in 6 days of receipt of report.</p> <p>M04019a Percent of adult investigations commenced within 24 hours.</p> <p>M04016 Percent of adult investigations from an entry cohort completed within 60 days.</p>	<p>S-2 Increase use of techniques that improve the quality, consistency, efficiency, and effectiveness of child and adult protective service systems; continued.</p>
<p>SI-3 Children or adults are not harmed while in out-of-home care.</p> <p>Performance Measure(s):</p> <p>M0385 Percent of foster children who were subjects of reports of verified or indicated maltreatment.</p> <p>M0592 Percent of in-state children in active cases (both in-home and out-of-home) seen monthly.</p> <p>M04015 Percent of licensed child care facilities inspected in accordance with program standards.</p> <p>M05175 Percent of licensed child care homes inspected in accordance with program standards.</p> <p>M05145 Rate of children who are missing per 1,000 of children in home or out-of-home care.</p>	<p>S-3 Develop and maintain an adequate number of high quality placement settings with qualified personnel for out-of-home (OOH) care that are properly resourced and appropriately matched to client needs.</p>

Children or adults who have been abused, neglected, exploited or are at risk of abuse, neglect or exploitation, and their families; continued:

O-3 Objective: Normalcy	
Success Indicators:	Strategies:
<p>SI-4 Children or adults have an increased sense of well-being – meet personal goals, experience an appropriate degree of freedom and self-determination, and have stable living arrangements.</p> <p>Performance Measure(s): M05167 Percent of school days attended. M05177 Percent of children placed within same school zone after removal.</p>	<p>S-4 Ensure through individualized assessment and case plans that children and adults have opportunities to increase their ability to engage in desired, age-appropriate activities that promote physical, mental, emotional, social, and educational well-being.</p>

O-4 Objective: Permanence	
Success Indicators:	Strategies:
<p>SI-5 More children remain in, or return to their home.</p> <p>Performance Measure(s): M04026 Percent of adults in child welfare protective supervision who have case plans requiring substance abuse treatment who are receiving treatment. M0389 Percent of children reunified who were reunified within 12 months of the latest removal. M05178 Percent of children removed within 12 months of a prior reunification.</p>	<p>S-5 Practice individualized planning with ongoing assessments using strength-based principles.</p>
<p>SI-6 More children who are unable to remain in, or return to their home, will achieve timely and lasting permanence.</p> <p>Performance Measure(s): M0391 Percent adoptions finalized within 24 months of the latest removal. M05084 Percent of adoption goal met. M05179 Percent of children who achieved alternate permanent placement 15 of 22 months when reunification is not an option. M05180 Percent of children with more than 2 placements within 12 months of removal.</p>	<p>S-6 Ensure timely, appropriate, and stable permanence for each child.</p>

Children or adults who have been abused, neglected, exploited or are at risk of abuse, neglect or exploitation, and their families; continued:

O-5 Objective: Independence	
Success Indicators:	Strategies:
<p>SI-7 All individuals will be adequately prepared to achieve and maintain independence.</p> <p>Performance Measure(s):</p> <p>M05085 Percent of children who age out of foster care with high school diploma or G.E.D.</p> <p>M05086 Percent of children who age out of foster care who are working or in post-secondary education.</p> <p>M0126 Percent of adult and child domestic violence victims in shelter more than 72 hours having a plan for family safety and security when they leave shelter.</p>	<p>S-7 Empower individuals to achieve and maintain independence.</p>

Families and Individuals in Distressed / Fragile Health or Circumstances

O-6 Objective: Diversion and Prevention	
Success Indicators:	Strategies:
<p>SI-8 Family or individual avoids or does not enroll in monthly assistance/benefit program.</p> <p>Performance Measure(s):</p> <p>M05087 Percent receiving a diversion payment / service that remain off cash assistance for 12 months.</p>	<p>S-8 Develop a web-based navigation system available at multiple locations within the community that assists families and individuals to access an entire array of social services.</p> <p>S-9 Develop a self-assessment tool based on a decision support system for intake and referral, with a mechanism for feedback from providers on the types of services a family or individual received.</p>

O-7 Objective: Transition	
Success Indicators:	Strategies:
<p>SI-9 Increased participation rate of the individuals who are hardest to serve in workforce development systems.</p> <p>Performance Measure(s):</p> <p>M05088 Percent of TANF customers participating in work or work-related activities.</p> <p>M05089 Percent of food stamp customers participating in work or work-related activities.</p>	<p>S-10 Jointly develop a policy with Work Force Florida with incentives for assisting individuals who are hardest to serve.</p>

O-8 Objective: Self-sufficiency	
Success Indicators:	Strategies:
<p>SI-10 Increased self-sufficiency for families and individuals in distressed / fragile health or circumstances.</p> <p>Performance Measure(s):</p> <p>M05090 Percent of customers who have employment entry.</p> <p>M05140 Percent of customers who have earnings gain.</p> <p>M05141 Percent of customers who remain in employment (job retention).</p> <p>M0151 Percent of adults with disabilities receiving services who are not placed in a nursing home.</p>	<p>S-11 Support sustainable, strong families.</p>

Individuals and Families at Risk of or Challenged by Substance Abuse and/or Mental Illness

O-9 Objective: Prevention and Early Intervention	
Success Indicators:	Strategies:
<p>SI-11 Decreased prevalence of substance use/abuse as indicated by the Florida Youth Substance Abuse Survey.</p> <p>Performance Measure(s):</p> <p>M05092 Substance abuse rate per 1,000 in grades 6-12.</p>	<p>S-12 Implement the Strategic Prevention Framework.</p>
<p>SI-12 Delayed onset of substance involvement .</p> <p>Performance Measure(s):</p> <p>M05093 Average age of first substance abuse.</p> <p>M0051 Percent of children at risk of substance abuse who receive targeted prevention services who are not admitted to substance abuse services during the 12 months after completion of prevention services.</p>	<p>S-13 Target early intervention strategies to families with a history of substance abuse.</p>

O-10 Objective: Recovery and Resiliency	
Success Indicators:	Strategies:
<p>SI-13 Reduced incidence of suicide in Substance Abuse, Mental Health, and Department of Juvenile Justice (DJJ) facilities.</p> <p>Performance Measure(s):</p> <p>M05094 Suicide rate per 1000 SAMH customers served.</p>	<p>S-14 Establish uniform reporting and analysis of significant events, including suicides.</p>

Individuals and families at risk of or challenged by substance abuse and/or mental illness; continued:

O-10 Objective: Recovery and Resiliency	
Success Indicators:	Strategies:
<p>SI-14 Increased days functioning in the home and community.</p> <p>Performance Measure(s):</p> <p>M0011 Annual days Seriously Emotionally Disturbed (SED) children (excluding those in juvenile justice facilities) spend in the community.</p> <p>M0025 Projected annual days Emotionally Disturbed (ED) children (excluding those in juvenile justice facilities) spend in the community.</p> <p>M0046 Percent of children with substance abuse who are drug free during the 12 months following completion of treatment.</p> <p>M0001 Average annual days spent in the community for adults with severe and persistent mental illnesses.</p> <p>M0009 Percent of adults with forensic involvement who violate their conditional release under Chapter 916, Florida Statutes, and are recommitted.</p> <p>M0061 Percent of adults in child welfare protective supervision who have case plans requiring substance abuse treatment who are receiving treatment.</p> <p>M0057 Percent of adults who are drug free during the 12 months following completion of treatment.</p> <p>M0010 Average annual days spent in the community (not in institutions or other facilities) for adults with forensic involvement.</p>	<p>S-15 Improve access to appropriate service supports, including child care, therapeutic and coaching services, wrap-around, supportive housing, respite, accessible crisis services, and crisis counseling.</p> <p>S-16 Collaborate with law enforcement agencies, criminal justice system stakeholders, and service providers to identify safe, therapeutic alternatives to jail and thereby reduce public safety risks.</p>

Individuals and families at risk of or challenged by substance abuse and/or mental illness; continued:

O-10 Objective: Recovery and Resiliency	
Success Indicators:	Strategies:
<p>SI-14 Increased days functioning in the home and community; continued.</p> <p>Performance Measure(s):</p> <p>M0047 Percent of children with substance abuse under the supervision of the state receiving substance abuse treatment who are not committed to the Department of Juvenile Justice during the 12 months following treatment completion.</p> <p>M0062 Percent of adults who complete treatment.</p> <p>M0015 Average number of days to restore competency for adults in forensic commitment.</p> <p>M05050 Percent of adult civil commitment patients, per Ch. 394, F.S., who show improvement in functional level.</p> <p>M05051 Percent of adults in forensic commitment, per Ch. 916, Part II, who are Not Guilty by Reason of Insanity, who show an improvement in functional level.</p> <p>M0380 Annual number of harmful events per 100 residents of the facility.</p> <p>M0058 Percent of adults employed upon discharge from substance abuse treatment services.</p>	<p>[Continuation of preceding Success Indicator and Strategies].</p>
<p>SI-15 Increased percent of individuals receiving services who are employed or are serving as volunteers.</p> <p>Performance Measure(s):</p> <p>M05095 Average annual earnings.</p> <p>M0003 Average annual days worked for pay for adults with Severe and Persistent Mental Illnesses.</p>	<p>S-17 Increase supports for employment and volunteer activities.</p>
<p>SI-16 Increased days in school or training for children and adolescents with or at risk of Emotional Disturbance/Severe Emotional Disturbance (ED/SED) or at risk for substance abuse.</p> <p>Performance Measure(s):</p> <p>M0012 Percent of school days SED children attended.</p>	<p>S-18 Partner with Agency for Health Care Administration (AHCA), including pre-paid Medicaid plans, and schools to ensure continued access to substance abuse and mental health services.</p> <p>S-19 Implement substance abuse and mental health prevention partnerships.</p>

**The Florida Taxpayer as a significant stakeholder
who requires evidence of efficiency and effectiveness**

O-11 Objective: Resource Stewardship and Integrity	
Success Indicators:	Strategies:
<p>SI-17 Funds are expended as appropriated.</p> <p>Performance Measure(s):</p> <p>M04045 Percent of children in non-TANF out-of-home who are eligible for Title IV-E.</p> <p>M05102 Percent of targeted eligibility rate achieved by each CBC provider.</p>	<p>S-20 Issue Approved Operating Budget (AOB) by July 1.</p> <p>S-21 Ensure federal funds are expended according to client eligibility and type of service provided.</p> <p>S-22 Perform Quarterly or Monthly, as appropriate, Monitoring of Expenditures through PRMT Process.</p> <p>S-23 Eliminate spending beyond allotted AOB at the appropriation category /fund level within each district, region and institution.</p> <p>S-24 Demonstrate ability to earn federal earnings at budgeted level.</p>

O-11 Objective: Resource Stewardship and Integrity	
Success Indicators:	Strategies:
<p>SI-18 Use of resources complies with federal and state requirements.</p> <p>Performance Measure(s):</p> <p>M0105 Percent of all applications processed within time standards.</p> <p>M0107 Percent of food stamp benefits determined accurately.</p> <p>M0108 Percent of cash assistance benefits determined accurately.</p> <p>M0110 Percent of suspected fraud cases referred that result in front-end fraud prevention savings.</p> <p>M0114 Percent of Optional State Supplementation (OSS) applications processed within time standards.</p> <p>M05104 Percent of annual Certified Minority Business Enterprises (CMBE) goal attained.</p> <p>M05201 Percent of work time lost due to on-the-job injuries</p> <p>M05202 Percent of workers with compensation claims paid due to on-the-job injuries</p> <p>M05106 Percent of compliance to standard for prompt payment of invoices on a statewide level.</p> <p>M05181 Percent of Food Stamp applications processed in accordance with Federal high performance bonus criteria.</p>	<p>S-25 Comply with prompt payment requirements.</p> <p>S-26 Meet federal standards for assistance payment accuracy and fraud recovery.</p> <p>S-27 Continue program monitoring to ensure compliance with federal and state standards.</p> <p>S-28 Decrease number of adverse audit findings and improve timeliness and accuracy of corrective action to remedy audit findings.</p> <p>S-29 Reduce time lost and claims due to on-the-job injuries.</p> <p>S-30 Complete process mapping and documentation of resource management process; including budget management, expense management, accounting, and cost management.</p> <p>S-31 Implement resource management process as mapped.</p>

The Florida Taxpayer as a significant stakeholder who requires evidence of efficiency and effectiveness; continued

O-11 Objective: Resource Stewardship and Integrity	
Success Indicators:	Strategies:
<p>SI-19 All equipment on inventory is properly accounted for.</p> <p>Performance Measure(s):</p> <p>M05109 Percent value of all property reported missing.</p>	<p>S-32 Adhere to CFOP 45-6 for inventory control.</p> <p>S-33 Reduce variance from inventory controls.</p>
<p>SI-20 All scheduled preventive maintenance is completed.</p> <p>Performance Measure(s):</p> <p>M05110 Percent of facilities with no deficiencies in Fire Marshall reports.</p>	<p>S-34 Maintain all facilities in proper working order.</p>
<p>SI-21 Positions are correctly deployed, funded and accounted for.</p> <p>Performance Measure(s):</p> <p>M05112 Percent of critical class positions that are vacant over 60 days.</p> <p>M05113 Percent of time sheets submitted on time.</p>	<p>S-35 Maintain a stable workforce.</p> <p>S-36 Increase the percent of time sheets submitted on time.</p>
<p>SI-22 Procurements achieve best value for the taxpayer.</p> <p>Performance Measure(s):</p> <p>M05120 Percent of contract files reviewed are maintained in compliance with policies, rules, and statutes.</p>	<p>S-37 Decrease processing time for P-Card transactions.</p> <p>S-38 Provide technical assistance to staff performing contract management reviews and contract close-outs.</p> <p>S-39 Reduce the incidence of unauthorized activity by contractors.</p> <p>S-40 Monitor and report performance results for all contracts.</p>

The Florida Taxpayer as a significant stakeholder who requires evidence of efficiency and effectiveness; continued

O-12 Objective: Continuous Performance Improvement	
Success Indicators:	Strategies:
<p>SI-23 Increased percent of strategic performance measures achieved (includes contract measures).</p> <p>Performance Measure(s): M05127 Percent of performance indicator targets achieved.</p>	<p>S-41 Deploy comprehensive Sterling-based Performance Improvement Program (PIP).</p>
<p>SI-24 Increased number of strategic performance measures that show improvement.</p> <p>Performance Measure(s): M05128 Percent of performance indicators showing improved performance levels.</p>	<p>S-42 Deploy and communicate agency strategic plan and annual business plan.</p>
<p>SI-25 Increased percent of staff involved in professional development or leadership development.</p> <p>Performance Measure(s): M05131 Number of employees trained in Sterling concepts and problem solving, and process mapping.</p>	<p>S-43 Deliver training in problem solving and analysis, and related results-based content.</p>
<p>SI-26 Increased percent of employees that understand how their work impacts department performance.</p> <p>Performance Measure(s): M05130 Percent of employees responding positively that they understand how their job fits in with organizational goals and objectives.</p>	<p>S-44 Conduct routine statewide and district performance reviews to monitor progress.</p>

The Florida Taxpayer as a significant stakeholder who requires evidence of efficiency and effectiveness; continued

O-13 Objective: Customer Satisfaction	
Success Indicators:	Strategies:
<p>SI-27 Increased percent of customers satisfied with service provided by or funded by the department.</p> <p>Performance Measure(s):</p> <p>M05132 Percent of customers who report being served with courtesy, dignity, and respect.</p> <p>M05133 Percent of customers who report being satisfied with services received.</p>	<p>S-45 Design and implement customer satisfaction assessment and improvement processes.</p>

O-14 Objective: Efficiency and Productivity	
Success Indicators:	Strategies:
<p>SI-28 Increased percent of customers who use automation to access services.</p> <p>Performance Measures</p> <p>M05136 Percent of applications completed by use of automation.</p>	<p>S-46 Fully implement and deploy web-based application and telephone application technology for public assistance programs.</p>
<p>SI-29 Increased employee satisfaction.</p> <p>Performance Measures</p> <p>M05137 Percent of employees surveyed who report satisfaction with employment.</p>	<p>S-47 Develop employee satisfaction baseline survey and methodology for ongoing measurement of employee satisfaction.</p> <p>S-48 Implement leadership development training in not less than 2 program areas and develop advanced leadership and professional development program for emerging department leaders.</p>
<p>SI-30 Increased employee retention.</p> <p>Performance Measures</p> <p>M05139 Percent of employee turnover/retention in mission-critical areas.</p>	<p>S-49 Establish employee turnover and retention metrics for use by department managers.</p> <p>S-50 Perform root cause analysis and develop plans for improvement for mission-critical areas with low employee retention.</p>

*The Florida Taxpayer as a significant stakeholder who
requires evidence of efficiency and effectiveness; continued*

O-15 Objective: Disaster Preparedness, Response, and Recovery	
Success Indicators:	Strategies:
<p>SI-31 Continuity of Operations Plans (COOP) are current and deployed.</p> <p>Performance Measures:</p> <p>M05146 Percent of COOP plans approved by Division of Emergency Management (DEM) (goal is 100%).</p> <p>M05147 Percent of COOP plans updated annually (goal is 100%).</p> <p>M05148 Percent of districts and institutions conducting COOP training at least annually (goal is 100%).</p>	<p>S-51 Provide executive direction and follow-up to ensure Central Office and District/Institution COOP plans are approved by the Division of Emergency Management (DEM) and County Emergency Managers, updated annually, and incorporate real-world lessons learned.</p> <p>S-52 Direct each District and Institution to hold annual training on COOP plans.</p>
<p>SI-32 Normal business operations and services are restored timely after any disaster.</p> <p>Performance Measures:</p> <p>M05171 Number of days where DCF services are not available to customers during and after a disaster (goal is restoration or substitution within two business days).</p> <p>M05172 Percent of sites in affected areas operational or moved to alternative locations within two business days (Goal is 100%).</p>	<p>S-53 Take effective and positive action prior to a disaster to mitigate damage and to execute all the required logistics to make ready to execute a COOP action, including identification of fuel sources for generators, wire buildings for emergency power, purchase required communication gear, etc.</p> <p>S-54 Maintain command and control to direct restoration or appropriate substitution services during and after a disaster situation.</p>
<p>SI-33 Delivery of disaster response and recovery services is effective and efficient.</p> <p>Performance Measures:</p> <p>M05173 Percent of Disaster Recovery Centers staffed with Project Hope volunteers after DEM request (goal is 100%).</p> <p>M05174 Percent of affected counties approved by U.S. Department of Agriculture served with DFS within 7-10 working days of a disaster (goal is 100%).</p>	<p>S-55 Rapidly provide disaster crisis counseling services when requested by DEM.</p> <p>S-56 Provide disaster Food Stamp program to affected counties each district.</p>

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DCF-000-P-00-000
September 2005